1. How well does the Board demonstrate its understanding of the institution's history, mission, values, strengths, and weaknesses?

![Bar Chart]

1. Not Well 0 0%
2. OK 6 86%
3. Very Well 1 14%
Total Responses: 7
Mean: 2.14 Standard Deviation: 0.38

#1: Study sessions on key topics would be very helpful for all Trustees, regardless of tenure, so that all are on the same page regarding these issues.
The BOTs have a good understanding of these areas, but could improve by staying on track and not letting outsiders derail COM's progress. It should better document weaknesses and how to improve them.
We need to spend more time together working on mission and values and understanding the role of the trustee.
I can't speak for other Board member. Is seems to me there is mixed experience. Where relevant such understanding is stated.
Integrate these areas into discussions of current issues as relevant.

2. How well does the Board demonstrate its understanding of the major external issues (economic issues, state and federal regulations, accreditation requirements, etc.) impacting the college and the students it serves?

![Bar Chart]

1. Not Well 0 0%
2. OK 6 86%
3. Very Well 1 14%
Total Responses: 7
Mean: 2.14 Standard Deviation: 0.38
#2: There appears to be a wide range of understanding about which issues will actually impact the college, and which are superfluous to our mission and objectives. Again, study sessions on specific topics would be beneficial. Some discussion is timely in this area, but it needs to have a stronger understanding of the economic realities that impact the financial status of the college such as pensions, property taxes and cost of delivering COM's educational offering. Need for improvement in this area. It appears some board members may view their First Amendment rights as more important than complying with WASC Standards and other external regulations. It would be helpful to spend some time educating the board on the inter-relatedness of compliance with external policies and the Board's fiduciary duties, as well as understanding that a mar on the District's accreditation hurts our students the most.
All Board members are educated & mostly informed.
Continue to have study sessions on vital issues.

3. How effectively does the Board provide oversight to assure the integrity of the college's integrated planning process as a whole?

![Survey Results Diagram]

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<thead>
<tr>
<th>Rating</th>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Effective</td>
<td>1</td>
<td>14%</td>
</tr>
<tr>
<td>OK</td>
<td>5</td>
<td>71%</td>
</tr>
<tr>
<td>Very Effective</td>
<td>1</td>
<td>14%</td>
</tr>
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</table>

Total Responses: 7
Mean: 2.00    Standard Deviation: 0.58

#3: Although I have only been on the board a short time, it seems as though the discussions are not being had about the integrated process and the related board oversight/direction. Again, study sessions or agendized topics specific to oversight might help.
The process in recent years has not integrated the BOT's to set direction based on a specific set of directions. It appears that it may look good on paper, but it is not properly integrated in resource and time allocation.
Understanding the Board's role in institutional planning and assuring it is being done and integrated could improve. It is apparent that some board members lack the 'big picture' and if we spent more time working together with staff to understand the importance and inter-relatedness of planning, we would be a much better board.
Most of us do not micromanage the professionals we hire. We deal with an issue per our Supt./President.
Report progress to the board on a quarterly basis.

4. How well does the Board provide oversight to assure the integrity of the institutional plans (Facilities Plan,

![Survey Results Diagram]

<table>
<thead>
<tr>
<th>Rating</th>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Well</td>
<td>2</td>
<td>29%</td>
</tr>
<tr>
<td>OK</td>
<td>4</td>
<td>57%</td>
</tr>
<tr>
<td>Very Well</td>
<td>1</td>
<td>14%</td>
</tr>
</tbody>
</table>

Total Responses: 7
Mean: 1.86    Standard Deviation: 0.69
#4: There seems to be disconnect, yet it is hard for me to say at this juncture. I believe that an agendized topic each board meeting to "connect the dots" for the board and to discuss appropriate oversight would be warranted. The BOTs has been off track many times by not focusing on these plans. It needs to better understand the related impacts and make decisions based on the appropriate strategy that will address several problems. One suggestion is to allocate resources to distance education in a manner that may improve the offering and reduce the cost of delivery. We could improve in understanding the Board's role, the Board's oversight responsibilities, especially with regard to planning and evaluation.

Identify a more proactive role for the board.

5. How effectively does the Board provide oversight to assure the fiscal integrity of the District's financial condition?

![Bar Chart]

1. Not Effective 1  17%
2. OK 3  50%
3. Very Effective 2  33%
Total Responses: 6
Mean: 2.17  Standard Deviation: 0.75

#5: This topic is well covered in discussion and presentations to the board. No budget subcommittee of the board exists, which should review these details proactively. It is too reactive. We need to spend time on fiscal oversight either as a topic on a retreat agenda or as a workshop. The issues of percentage of reserve, unfunded liability and the fact we have had a structural deficit for some time needs to be understood by all board members so that we can discuss strategies staff could be asked to develop to respond to those issues.

The Board relies on reports from the appropriate professionals in administration. Increase fundraising capacity. Good progress being made now.

6. How effectively does the Board provide oversight to assure the quality and integrity of its student learning programs and services (i.e., instruction and student services)?

![Bar Chart]

1. Not Effective 0  0%
2. OK 4  67%
3. Very Effective 2  33%
Total Responses: 6
Mean: 2.33  Standard Deviation: 0.52
#6: This topic is well covered in discussion and presentations to the board. It allows staff to make conclusions, but it needs to implement changes based on recent surveys that students state need attention.

The recent Board Retreat was an excellent start to the discussion we have needed to have for some time around enrollment, prioritizing registration, partnerships with local high school districts and the need to better fund counseling to provide the services needed for our students who have yet to receive degrees and/or certificates to succeed.

The Board again relies on reports from staff, each Senate etc.

More study sessions/discussions as needed.

7. How consistently do Board agendas focus on policy issues that relate to Board responsibilities? How consistently does the Board stick to the agendas?

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<table>
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<tbody>
<tr>
<td>Inconsistent</td>
<td>1</td>
<td>17%</td>
</tr>
<tr>
<td>OK</td>
<td>4</td>
<td>67%</td>
</tr>
<tr>
<td>Very Consistent</td>
<td>1</td>
<td>17%</td>
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Total Responses: 6
Mean: 2.00 Standard Deviation: 0.63

#7: While we stick to the agenda during the meeting, oftentimes we do not have on the agenda the specific policy discussions that we might need in order to lead effectively. I feel that a standing schedule of policy discussions should be established, with monthly, quarterly, bi-annual or annual "touch points" being covered as needed, per policy area, would help.

The board needs to consider updating policies more consistently in areas that are on topic to issues at hand rather than just a rote update process.

The board's overall agenda has been derailed by outside interests at times for too long a period. It needs to focus on the best priorities for COM.

There has been improvement in this regard. We need to find the right balance between those who tend to play to the audience as opposed to dealing with issues in a business manner with the District's and our students' best interests at the forefront. Time is money in the case of our bond project and we are paying a hefty price for some delayed and some less informed decisions. Hopefully we will find greater improvement in this year.

Almost to a fault - event under individual reports & requests on the agenda - making discussion difficult. Ex: Did MCCD opt out of Marin Clean Energy?

Keep prioritizing issues and stay focused on short and long term objectives for each year.
8. How well do you think the Board prepares for meetings by reviewing and reflection on the agenda and related documents in advance of each meeting?

![Bar chart showing responses to the question 8. How well do you think the Board prepares for meetings by reviewing and reflection on the agenda and related documents in advance of each meeting?]

1. Not Well 0 0%
2. OK 5 83%
3. Very Well 1 17%
Total Responses: 6
Mean: 2.17 Standard Deviation: 0.41

#8: I am not certain that more time to review/digest the agenda and packet information (prior to the meeting) would be beneficial, but it does seem as though only a few trustees truly reflect upon and prepare for a meaningful dialogue of each topic. The BOT appear prepared. I can speak only for myself.

9. Are meetings well organized and well guided, so that all Board members have the opportunity to contribute, time is used efficiently, and the business of the Board is completed in a thoughtful manner?

![Bar chart showing responses to the question 9. Are meetings well organized and well guided, so that all Board members have the opportunity to contribute, time is used efficiently, and the business of the Board is completed in a thoughtful manner?]

1. Not Well Organized/Guided 0 0%
2. OK 4 67%
3. Very Well Organized/Guided 2 33%
Total Responses: 6
Mean: 2.33 Standard Deviation: 0.52

#9: I believe that the meetings could be facilitated in a more professional and diplomatic manner. Allow each speaker to complete their presentation without interruption, and respectfully disagree if need be without shutting down the conversation. Staff should not read powerpoint presentations. It is a waste of time. We should spend the time discussing the materials. Board members should limit their comments and be more efficient in making their points. There could be greater transparency, greater inclusivity of differing perspectives, knowledge and experience, but some of the challenge is the differing abilities of board members to understand and comprehend issues. We need to work better together, particularly if we are to see the 'big picture' and to maturely address challenging issues that are in front of us. Feelings, emotions & political bias determine an outcome not Roberts Rules of Order. Much improvement has been made, with shorter and more efficient meetings with focused agendas. All boardmembers have sufficient opportunity to speak, but could be more concise in their comments.
10. Does the Board regularly review and collectively discuss its own Board Policies?

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<tr>
<th>Response</th>
<th>Count (%)</th>
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<tbody>
<tr>
<td>1. Not Done</td>
<td>0 0%</td>
</tr>
<tr>
<td>2. Sometimes Done</td>
<td>3 50%</td>
</tr>
<tr>
<td>3. Regularly Done</td>
<td>3 50%</td>
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Total Responses: 6
Mean: 2.50 Standard Deviation: 0.55

#10: I can not say definitively given my short tenure on the board, but it seems that we have some review of policies at most meetings.
See #7 comments.

We are doing much better. We will need to discuss and ask from staff how best to assure we aren't just dealing with the policies developed by our consultant, who is working on updating our out-dated policies. For example, we approved some updated policies when we started this process about 4+ years ago. We have a policy that says we are to review our policies and yet we haven't reviewed or asked if a review is warranted on any of the new policies we adopted in the past 4 + years. If we don't, board members will not develop the discipline to look to what exists as opposed to the consultant's work.
Currently the State Gov. Board's representative and our Supt./Pres. are reviewing Board, staff, and faculty policies (last 2 years).
Great progress, almost completed.

11. Does the Board regularly review and collectively discuss its own code of ethics, including its policy for dealing with behavior that violates the code?

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<tr>
<th>Response</th>
<th>Count (%)</th>
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<tbody>
<tr>
<td>1. Not Done</td>
<td>1 17%</td>
</tr>
<tr>
<td>2. Sometimes Done</td>
<td>4 67%</td>
</tr>
<tr>
<td>3. Regularly Done</td>
<td>1 17%</td>
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</tbody>
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Total Responses: 6
Mean: 2.00 Standard Deviation: 0.63

#11: I have not been aware of this topic to date. A standing schedule for review would serve us well!
The board members should improve its understanding in this area.
We haven't done anything about this since it was adopted. There is an apparent belief that if we don't talk about it we won't have to deal with some of the issues that made it so hard for us to actually adopt an ethic policy. It could be healthier for the Board to not be operating under an apparent fear of dealing with some issues that have raised some ethical concerns.
Not necessary at this time.
Should be done again soon.
12. Are the roles of Board chair and other officers clear?

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<th>Rating</th>
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<tbody>
<tr>
<td>1. Not Clear</td>
<td>17%</td>
</tr>
<tr>
<td>2. Fairly Clear</td>
<td>50%</td>
</tr>
<tr>
<td>3. Very Clear</td>
<td>33%</td>
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</table>

Total Responses: 6
Mean: 2.17  Standard Deviation: 0.75

#12: These should be discussed in open session, agreed upon and revisited as needed. Board officers should not be part of an evaluating process, which the BOTs must itself opine on. Not always. Should have a board discussion on this to make sure everyone is clear and identify any improvements.

13. Do Board members respect the majority decision after honoring members' right to express opposing viewpoints?

<table>
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<tr>
<th>Rating</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>1. Not Always</td>
<td>0%</td>
</tr>
<tr>
<td>2. Usually</td>
<td>67%</td>
</tr>
<tr>
<td>3. Always</td>
<td>33%</td>
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</table>

Total Responses: 6
Mean: 2.33  Standard Deviation: 0.52

#13: I have not experienced this not occurring since I joined the board. Some board members do not respect the majorities decision. The board chair needs to work with these board members so that they comply. Mostly. Not a problem now.

14. How effective is the Board's program of training for members and orientation for new members?

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<thead>
<tr>
<th>Rating</th>
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<tbody>
<tr>
<td>1. Not Effective</td>
<td>17%</td>
</tr>
<tr>
<td>2. OK</td>
<td>83%</td>
</tr>
<tr>
<td>3. Very Effective</td>
<td>0%</td>
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</table>

Total Responses: 6
Mean: 1.83  Standard Deviation: 0.41
#14: Dr. Coon did a fabulous job in the overview prior to election, but the orientation once elected was minimal. A more specific and robust program would benefit all. However, the Effective Trustee Conference held two months after being seated was very helpful and covered many of the general key aspects of engagement. New board members need to receive a more comprehensive understanding of COM’s board operations through a on-going training.
Pretty good. Varies. Ask a new member.
All written guidelines are met. Should discuss if further info is needed.

15. How well does the Board honor the principle that the Board should delegate full responsibility and authority to the President to administer board policies and operate the College without interference?

![Bar Chart]

1. Not Well 0 0%
2. OK 3 50%
3. Very Well 3 50%
Total Responses: 6
Mean: 2.50  Standard Deviation: 0.55

#15: It does not seem as though the Board interferes with Dr. Coon's authority and responsibility.
The board should work towards not micro managing the superintendent.
Some trustees are more than willing to help administration etc.
Boundaries and roles are clearer and respected. Identify any areas that board members feel are unclear.

16. Do the Board and the President share a clear, common understanding as to how Board members should respond to one-on-one contacts by members of the community and college employees?

![Bar Chart]

1. Not Clear 0 0%
2. Fairly Clear 4 67%
3. Very Clear 2 33%
Total Responses: 6
Mean: 2.33  Standard Deviation: 0.52

#16: It would be helpful to discuss this among the BOTs.
We need to work on the role of the board versus the role of a candidate. Board members should not be talking about or speaking to a perceived constituency once elected. It is not healthy for the Board and it may be due to the lack of understanding the true role of a community college trustee in CA.
Yes.
See if further clarity is needed.
17. In your opinion, to what extent are Board members perceived as champions of the College?

1. Not Seen as Champions 0 0%
2. Usually Seen as Champions 6 100%
3. Always Seen as Champions 0 0%
Total Responses: 6
Mean: 2.00  Standard Deviation: 0.00

#17: I can not speak definitively here, but from my limited experience it seems that the communities all see the board as champions.
The BOT should discuss this topic as some limitations due to process also limit the ability for trustees to be seen as making a positive impact.
As noted above in #16, improvement could be achieved by spending some time in a board retreat on board roles, the role/influence of the public and how to balance the two.
I don't know.
Identify ways to create more visibility for COM, etc.

18. How well informed is the Board about the interests and concerns of the various communities within the district?

1. Not Well 0 0%
2. OK 4 67%
3. Very Well 2 33%
Total Responses: 6
Mean: 2.33  Standard Deviation: 0.52

#18: The board should continue to discuss how it interacts with the various communities.
We could improve as noted above in #16 & 17 on the larger view, the bigger picture as it would appear that some immediate neighbors are perceived by some trustees as our main constituents, or those who come to board meetings to express views are perceived as the 'voice of the community' and given greater deference, which is something we should talk about how to balance and respond appropriately.
Depends on the issue.
Identify any further outreach needs and expand as needed.
19. How effectively does the Board manage input from community members, both at meetings and through personal contact?

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<th>Rating</th>
<th>Response</th>
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<tbody>
<tr>
<td>Not Effective</td>
<td>1 17%</td>
</tr>
<tr>
<td>OK</td>
<td>2 33%</td>
</tr>
<tr>
<td>Very Effective</td>
<td>3 50%</td>
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Total Responses: 6
Mean: 2.33 Standard Deviation: 0.82

#19: The BOT should how to balance input appropriately.
for all the reasons indicated above, the Board could be more effective if it had some training; participation on a broader level, either regional or statewide could also help with this need for greater perspective and understanding.
I think there is room for improvement (RFI).
Great improvement . We now have more input done more efficiently and effectively. Input is considered appropriately.
Keep it up.
Not effective to OK depending on the topic.

20. How sensitive is the Board to campus climate issues and the concerns of students and employees?

<table>
<thead>
<tr>
<th>Rating</th>
<th>Response</th>
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<tbody>
<tr>
<td>Not Sensitive</td>
<td>0 0%</td>
</tr>
<tr>
<td>Somewhat Sensitive</td>
<td>2 33%</td>
</tr>
<tr>
<td>Very Sensitive</td>
<td>4 67%</td>
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Total Responses: 6
Mean: 2.67 Standard Deviation: 0.52

#20: The BOT must proactively take student and employee survey information into account.
The sensitivity level is appropriate in regard to employees for most of the trustees. It would help to think of 'all students' and not just those that come to meetings to advocate for their positions, classes, favorite teachers. We could work together to improve on a more inclusive view of who we speak of when we say we want our students to succeed.
I think there is room for improvement. (RFI).
Reports from CEO keep us well informed. Could have even more attendance at campus events.